

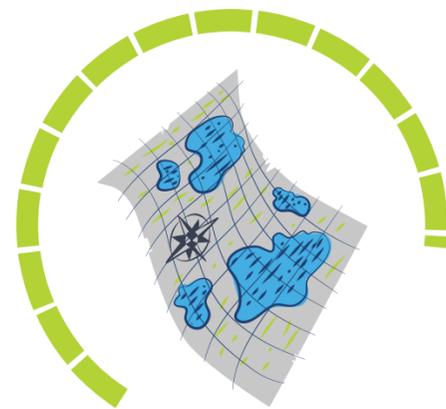


MOMENTUM

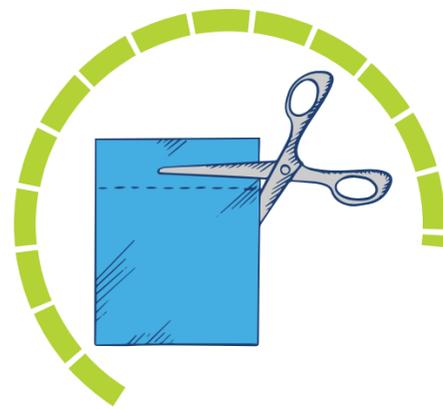
STRATEGIC PLANNING BUILDING BLOCK 4

UNLOCK POTENTIAL
WITH KEY RESULTS

FOCUS



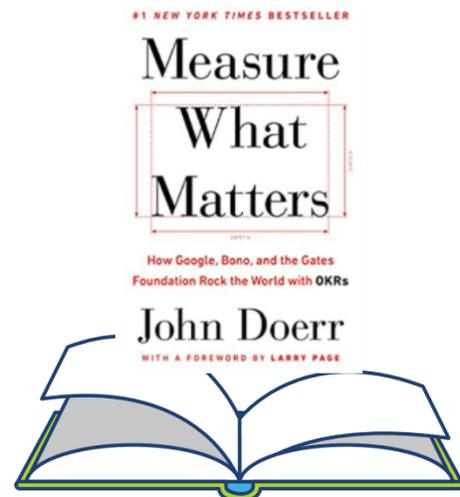
CHARTING
THE COURSE



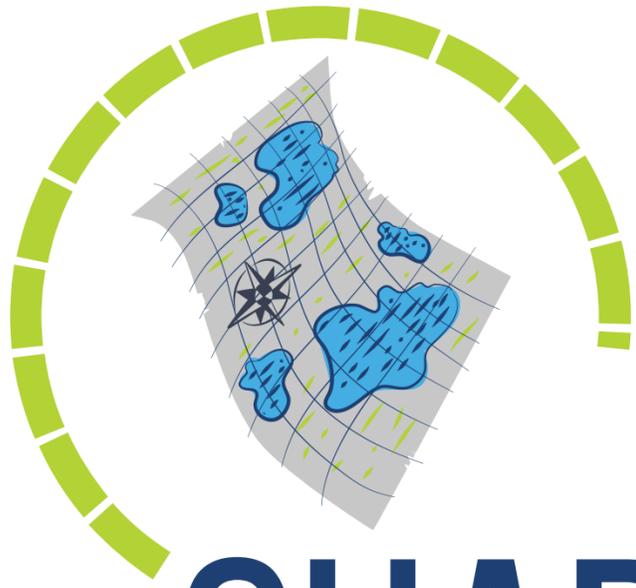
MEASURE THREE TIMES,
CUT ONCE



IGNITING CULTURAL
DEVELOPMENT



Remember, the inspiration for this series comes from John Doerr's book, *Measure What Matters*.



CHARTING THE COURSE

CHARTING THE COURSE

"Key results are the levers you pull, the marks you hit to achieve the goal."

Once Objectives are set for the team, it's time for **Key Results** that are focused and measurable. These progress steps should be carefully considered for both their ability to lead the team towards success in the Objectives, but also how they function as intermediate Objectives themselves. Key Results are meant to be S.M.A.R.T. as well, and the way they are structured should guide the wisdom of the overall Objectives.

It is important for Key Results to be **outcome-driven**. They should not be activities for the team to do in order to move the needle on Objectives. This is an easy valley to get lost in, as outcomes are often results of activities - but you can't *measure* activities effectively. The lens of the Key Result should be reflective of the Objective's measure of success. If we return to a previous Objective built a few weeks ago:

Improve the educational offerings at the annual meeting by offering 1 new didactic session in each track, led by a current volunteer, to be announced in the registration invitation in July 2022.

our Key Results would be focused on all of the steps we need to take to ensure that we have all of the details needed to make the announcement in July 2022, but *also* to have those offerings available in the year's annual meeting. So what would those KRs look like?

"The art of management lies in the capacity to select from the many activities of seemingly comparable significance the one or two that provide leverage well beyond the others and concentrate on them."

Andy Grove
Former CEO of Intel

CHARTING THE COURSE

Just like we aim to keep our Objectives to a reasonable number (4 or 5 at a time), our KR's should be limited to the outcomes that are most impactful. If we outline a KR to simply check a box, then it's a waste of resources, both for the company and for those who are asked to work on that part of the Objective. Don't disrespect your staff and key volunteers by handing them work that ultimately gets placed on a shelf and ignored. Instead, it is recommended to keep a short list of really critical pieces of the puzzle.

There are many ways to approach the development of effective KR systems. A couple of things to keep in mind during this process: 1) KR's should end in outcomes, but those outcomes can be a combination of inputs and outputs, and 2) If you can reach the outcome of a KR system and not achieve the Objective, then you've failed. But failure isn't necessarily a bad thing with OKR's - it just means you need to return to the drawing board.

Improve the educational offerings at the annual meeting by offering 1 new didactic session in each track, led by a current volunteer, to be announced in the registration invitation in July 2022.

For our educational offering Objective, we can consider the following as potential outcomes:

Inputs: development of educational tracks, volunteer relationships, new registration invitation format

Outputs: increased member attendance, new volunteers, improved educational offering evaluations



CHARTING THE COURSE

Once the potential outcomes are identified, we can begin to outline them as S.M.A.R.T. Key Results. After all, if we can't **measure KR completion**, then we can't **measure Objective success**.

Adding in some specificity and time boundaries creates easily measured and attainable KRs. For the inputs and outputs generated before, those KRs could look like:

Improve the educational offerings at the annual meeting by offering 1 new didactic session in each track, led by a current volunteer, to be announced in the registration invitation in July 2022.

KR #1: Develop 3 educational tracks, focused on 2022 learning themes, by April 2022.

KR #2: Promote speaking opportunities to all volunteers via 2 unique messages on the community platform, and via a direct email to potential new volunteers, before the end of March 2022

KR #3: Include the description of each educational track and the special announcement about volunteer-led sessions in the email invitation to register for the meeting that will go out in July 2022.

KR #4: Increase annual meeting attendance by 10% from final registrations in 2021, using volunteer-led education as a critical marketing piece.

KR #5: Receive 85% or higher evaluations for each volunteer-led education session when forms go out in December 2022.

Each KR addresses a specific input or output, is time-bound, and has some form of metric to help track progress against. **KR #3 could use some improvement** - what would you change?

“
**If the heart doesn't
find a perfect rhyme
with the head, then
your passion means
nothing.**

Bono

Singer, U2; ONE Campaign



**MEASURE THREE TIMES,
CUT ONCE**

MEASURE THREE TIMES, CUT ONCE

As we finish shaping the outline of our strategic planning with polished Key Results, we can begin identifying how we will measure progress and achievement within this system. OKRs are *not* "if you build it, they will come" business measures. They require regular review and maintenance, and are meant to be fluid and adaptable to the direction of the organization.

With that in mind, many teams will incorporate regular OKR review processes. This could be weekly team meetings to evaluate KRs (including individual team member KPIs), and then monthly staff meetings to look at overall progress towards Objectives. Keeping OKRs at the forefront of performance reviews and feedback loops allows organizational leaders to step into their *macromanagement* roles and provide coordination across multiple teams.

At Google, OKRs are evaluated on a metric of achievement: they're **scored**. This approach allows achievements to be recognized, but also investigated for areas of improvement. Their metric is simple - it is the average of scores for each KR associated with an overall Objective. To score the KR, you divide the final outcome reality by the projected outcome goal. Here's what it would look like for our example:

KR #1: 2 out of 3 educational tracks developed = 0.67

KR #2: 1 platform message, 1 email = 0.67

KR #3: All included = 1.0

KR #4: 8% increase = 0.8

KR #5: 81% average evaluation = 0.95

Objective Progress: 0.82

0.7 to 1.0 (we delivered)



0.4 to 0.6 (we fell short)



0.0 to 0.3 (we failed)



OKR wrap-ups are retrospective and forward-looking at the same time. An unfinished objective might be rolled over to the next quarter, with a fresh set of key results - or perhaps its moment has passed, and it is appropriately dropped. Either way, sound management judgment comes first.



IGNITING CULTURAL DEVELOPMENT

IGNITING CULTURAL DEVELOPMENT

"Culture, as the saying goes, eats strategy for breakfast."

Beyond fulfilling a series of Key Results or achieving an Objective, organizations that embrace OKRs are successful with this system because it helps them build a strong organizational culture as well. For organizations like Google, this looks like a set of five critical areas that should be met for a staff or volunteer to feel successful:

Structure and Clarity: *Are goals, roles, and execution plans on our team clear?*

Psychological Safety: *Can we take risks on this team without feeling insecure or embarrassed?*

Meaning of Work: *Are we working on something that is personally important for each of us?*

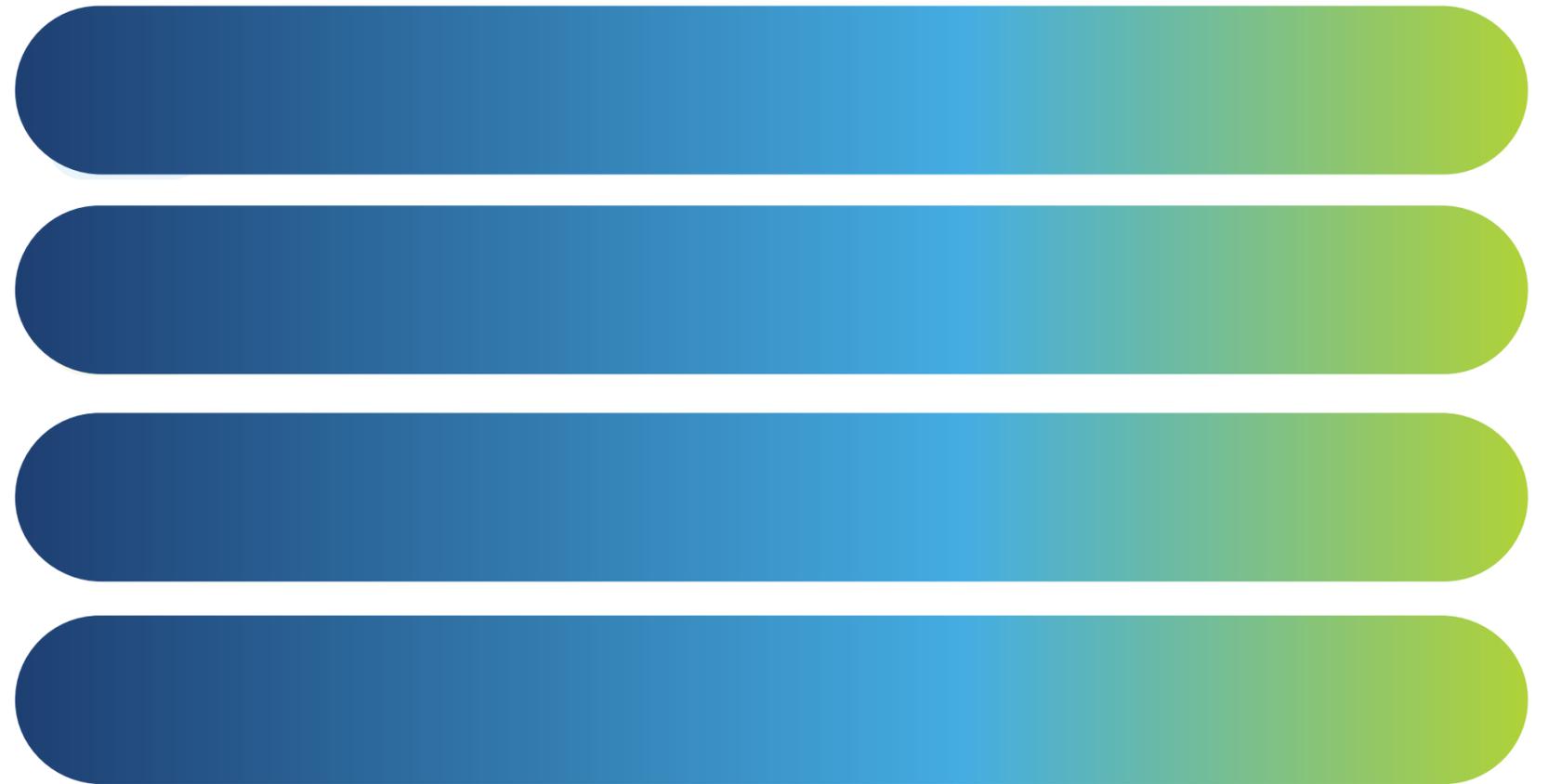
Dependability: *Can we count on each other to do high-quality work on time?*

Impact of Work: *Do we fundamentally believe that the work we're doing here matters?*

There is a common thread across all successful organizations - the concept of **CFRs**. Teams that use this system of performance review and feedback loops find themselves with much more productive approaches. **Conversations** allow organizational leaders the opportunity to hear about progress, obstacles, and pits from the team members. This more relaxed style of 1:1 meetings is ultimately more impactful for staff and key volunteers. When leaders provide **Feedback**, it is the most influential when it is *ad-hoc, real-time, and multidirectional*. Finally, team members want to receive **Recognition** for their contributions within an OKR system.

“OKRs are clear vessels for leaders' priorities and insights. CFRS help ensure that those priorities and insights get transmitted. But goals cannot be attained in a vacuum. Like sound waves, they require a medium... an organization's culture, the living expression of its most cherished values and beliefs.”

COMING SOON BUILDING MOMENTUM IN STRATEGIC PLANNING



B5 DATA-DRIVEN DECISIONS

3/25

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